



STATE OF SOUTH CAROLINA



HUMAN AFFAIRS COMMISSION

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Jesse Washington, Jr.
Commissioner

August 24, 2006

The Honorable Mark Sanford
Governor
c/o Office of State Budget
1122 Lady Street, 12th Floor
Columbia, South Carolina 29201

Attention: Mr. Ken Brown

Dear Governor Sanford:

The South Carolina Human Affairs Commission herein submits its Budget Plan for the Year 2007/2008. No proviso change is requested.

This request represents the Agency's effort to serve South Carolinians more efficiently and effectively. The Commission's request for additional staff and the associated operating funds are directly related to the critical necessity for this agency to meet the growing challenges confronting it.

Approval will allow the South Carolina Human Affairs Commission to continue to carry out its mission at an acceptable level of quality.

We look forward to working with your office. For additional information, please contact me at 737-7826, or Judy Harris at 737-7804.

Sincerely,

Jesse Washington, Jr.
Commissioner

Enclosure

FISCAL YEAR 2007-08 BUDGET PLAN

I. EXECUTIVE SUMMARY

- A. Agency Section/Code/Name: 40, L36, Human Affairs Commission
- B. Statewide Mission: The legislatively-mandated mission of the South Carolina Human Affairs Commission is to eliminate and prevent unlawful discrimination. The agency works to eliminate discrimination through the receipt, investigation and resolution of complaints of unlawful discrimination. The agency works to prevent discrimination by providing training on a wide variety of relevant topics to diverse audiences across the State; by assisting local communities in developing community relation councils to enhance their capacity to address issues locally; and by assisting other state agencies in developing and implementing effective affirmative action plans. The agency's success in fulfilling its mission contributes directly to maintaining and enhancing the quality of life and the economic status of the citizens of South Carolina and to the positive economic and social environments which are essential to attaining the vision for South Carolina's future.
- C. Summary Description of Strategic or Long-Term Goals: The Agency developed the following strategic goals and strategies to improve the effectiveness of the organization. Various stages of the implementation of these goals and strategies will occur over the next five (5) years.
- Goal 1 -- Internal Communications -- To have open, clear, concise communication as well as constructive feedback throughout the organization. Communication should be consistent and confidential where appropriate as well as conducive to a positive work environment.
- Goal 2 -- External Communications -- Improve the public image and understanding of the organization.
- Goal 3 -- Policies and Procedures -- To apply policies and procedures that are aligned with the mission, vision and values and are adhered to consistently at all organizational levels.
- Goal 4 -- Organizational Direction -- To have an organization with empowered, effective and collaborative leadership at all levels that has an established and consistent direction that drives its decision-making.
- Goal 5 -- Lack of Adequate Resources -- To fully utilize current human and physical resources for the agency's core mission with pursuit of alternative funding for special initiatives.

Goal 6 -- Employee Performance and Behavior -- To be an agency where all employees are productive, customer-friendly team players that are faithful to the agency's policies and procedures and to the S.C. Code of Ethics and managers are empowered to perform their assigned duties.

The agency's FY 2007-08 budget plan enables the agency to secure the personnel and other resources which are required to maintain and enhance its capacity to process the increasing number of complaints of unlawful discrimination arising within our State while minimizing the potential for a growing federal presence in the affairs of South Carolinians; to enable the agency to continue to provide the training and assistance which assist employers and others to avoid discrimination and the potentially costly, polarizing consequences arising therefrom; and to allow the agency to help develop the capacity of local communities to address issues at their level without the necessity for state or federal intervention. See the following relevant portions of the 2004-2005 Accountability Report: Section I (Executive Summary), paragraphs number 1-4, pages 1-3; Section III (Elements of the Malcolm Baldrige Award Criteria), Category 2 (Strategic Planning), paragraphs number 1 and 2, pages 10-11; and Section III, Category 7 (Business Results), paragraph number 7.2, pages 17-22.

D.

Summary of Operating Budget Priorities for FY 2007-08:		FUNDING					FTEs			
		State Non-Recurring	State Recurring	Federal	Other	Total	State	Fed.	Other	Total
Priority No.: 1	Title: Intake & Referral	0	114,665	0	0	114,665	0.0	0	0	0.00
Strategic Goal No. Referenced in Item C Above (if applicable): 2.5 Activity Number & Name: 1145, Intake & Referral										
Priority No.: 2	Title: Mediation	13,075	127,175	0	0	\$140,250	0.0	0	0	0.00
Strategic Goal No. Referenced in Item C Above (if applicable): 2.5 Activity Number & Name: 1147, Mediation										
Priority No.: 3	Title:	0	0	0	0	0	0.0	0	0	0.00
Strategic Goal No. Referenced in Item C Above (if applicable): Activity Number & Name:										
Priority No.: 4	Title:	0	0	0	0	0	0	0	0	0.00
Strategic Goal No. Referenced in Item C Above (if applicable): Activity Number & Name:										
Priority No.: 5	Title:	0	0	0	0	0	0	0	0	0.00
Strategic Goal No. Referenced in Item C Above (if applicable): Activity Number & Name:										
TOTAL OF ALL PRIORITIES		\$13,075	\$241,840	\$ 0	\$ 0	\$254,915	0.0	0.00	0.00	0.00

E.

Agency Recurring Base Appropriation:

State \$ 1,873,236
Federal\$ 371,100
Other \$ 720,000

- F. Efficiency Measures: In order to enhance efficiency and effectiveness, the agency provided customer service training for staff members, participated in the Certified Public Manager program presented by the Budget and Control Board's Office of Human Resources, and engaged in other professional development activities to strengthen the agency's capacity to provide quality services to the people of South Carolina. (See 2003-2004 Accountability Report, Section III, Category 5, Human Resources, paragraph number 2, pages 17-18.) The agency's investment in staff training and development enabled the agency to maintain high levels of performance despite limited resources and the resultant reduction in staffing. (See 2004-2005 Accountability Report, Section III, Category 7, Business Results, paragraph number 7.2, pages 20-25 and paragraph number 7.4, pages 25-26.)

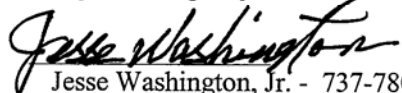
G.

Summary of Capital Budget Priorities:			Additional State Funds	Previously Authorized State Funds	Total Other Fund Sources	Project Total
Priority No.:	Project Name: Activity Title	Project No*:	0	0	0	\$ 0
Priority No.:	Project Name: Activity Title	Project No*:	0	0	0	\$ 0
Priority No.:	Project Name: Activity Title	Project No*:	0	0	0	\$ 0
Total of All Capital Budget Priorities:			\$ 0	\$ 0	\$ 0	\$ 0

* If applicable

- H. Number of Proviso Changes: None

- I. Signature/Agency Contacts/Telephone Numbers:


 Jesse Washington, Jr. - 737-7800
 Judy C. Harris - 737-7804

FISCAL YEAR 2007-08 BUDGET PLAN

II.DETAILED JUSTIFICATION FOR FY 2007-08 OPERATING BUDGET PRIORITIES

- A. Agency Section/Code/Name: 40, L36, Human Affair Commission
- B. Priority No. 1 of 2
- C. (1) Title: Intake & Referral
(2) Summary Description: Funding is requested for three (3.0) vacant and unfunded FTEs: two (2) Program Coordinators; one (1.0) Administrative Support Specialist I, and the necessary operating costs.
(3) Strategic Goal/Action Plan (*if applicable*): This priority relates to the following portions of the agency's 2004-05 Accountability Report: Section I (Executive Summary), paragraph number 3, pages 1-2; and Section III (Elements of the Malcolm Baldrige Award Criteria), Category 7 (Business Results), paragraph number 7.2 (a)-(c), pages 17-20.
- D. Budget Program Name and Number: III. Compliance Division, 10
- E. Agency Activity Number and Name: 1145, Intake & Referral
- F. Detailed Justification for Funding
- (1) Justification for Funding Increase: We are requesting two (2) Program Coordinators and one (1) Administrative Support Specialist for the following reasons:
The volume of requests for assistance has almost doubled from approximately 14-19,000 in FY 2001, to approximately 27-30,000 in FY 2006.
- (a) Of the approximately 14-19,000 requests received in **FY 2001**, approximately 7-9,000 questionnaires were sent out, approximately 2,330 were returned for processing, which resulted in approximately 1,500 formal charges filed and approximately 831 referred to other sources.
 - (b) Of the approximately 15-20,000 requests received for **FY 2002**, approximately 8-10,000 questionnaires were sent out, approximately 2,500 completed questionnaires were returned for processing, which resulted in approximately 1,900 formal charges filed and approximately 566 referred to other sources.
 - (c) Of the 25-30,000 requests received for **FY 2003**, approximately 15-20,000 questionnaires were sent out, approximately 4,060 completed questionnaires were returned for processing, which resulted in approximately 1,500 formal charges filed and approximately 2,560 referred to other sources for various reasons.

- (d) Of the 30,000 requests received for **FY 2004**, approximately 20,000 questionnaires were sent out, approximately 4,500 completed questionnaires were returned for processing, which resulted in approximately 1,634 formal charges filed and approximately 2,866 referred to other sources for various reasons.
- (e) Of the approximately 27-30,000 requests received for **FY 2005**, approximately 25-30,000 questionnaires were sent out, questionnaires were sent out, approximately 3,850 completed questionnaires were returned for processing, which resulted in approximately 1,702 formal charges filed and approximately 2,148 referred to other sources for various reasons.
- (f) Of the approximately 27-30,000 requests received for **FY 2006**, approximately 20-25,000 questionnaires were sent out, questionnaires were sent out, approximately 3,500 completed questionnaires were returned for processing, which resulted in approximately 1,304 formal charges filed and approximately 2,196 referred to other sources for various reasons.

Nearly the same amount of time, or in some cases much more time is required to assist referrals, as is required to prepare formal charges.

During that same time frame the number of program coordinators decreased from four (4) to two (2). Two (2) program coordinators are not able to process this huge influx of complaints at the level to which four (4) did. The average processing time using four (4) program coordinators was approximately thirty (30) days, but has increased to ninety (90) days or longer using only two (2) program coordinators. In addition to increased work volume and decreased staff, the problems involved in carrying out this task have been further exacerbated by an additional influx of callers daily who are demanding immediate service. The time it takes to respond to these calls further erodes our ability to process cases in a timely manner. The callers include citizens who have already returned their questionnaires to the Commission. These citizens have either been terminated from their jobs, are experiencing sexual or racial harassment, denied disability accommodation, etc., and are often desperate for assistance.

Such delays could place this Agency and the State of South Carolina in jeopardy of being cited with a writ of mandamus, commanding that we process complaints in a timely manner. Complaints that are filed past 180 days of the alleged violation date must be waived to the federal government U.S. Equal Employment Opportunity (EEOC). Complaints that are not processed and filed within 300 days of the alleged violation date may not be investigated by either South Carolina Human Affairs Commission or the U.S. Equal Employment Opportunity (EEOC), thereby denying the citizen the right to proceed in court with the complaint.

Budget Justification

Operating cost per FTE is estimated at \$5,000, (excluding office space) which is a conservative estimate of this agency's recent experience.

(2)

FY 2007-08 Cost Estimates:	State Non-Recurring Funds	State Recurring Funds	Federal	Other	Total
Personnel:					
(a) Number of FTEs*		0.0			0.0
(b) Personal Service		\$77,863			\$77,863
(c) Employer Contributions		\$21,802			\$21,802
Program/Case Services					\$ 0
Pass-Through Funds					\$ 0
Other Operating Expenses		\$15,000			\$15,000
Total	\$0	\$114,665	\$ 0	\$ 0	\$114,665
<i>* If new FTEs are needed, please complete Section F (Detailed Justification for FTEs) below.</i>					

(3) Base Appropriation:

State	\$ 669,996
Federal	\$ 308,295
Other	\$ 455,839

(4) Is this priority associated with a Capital Budget Priority? No If so, state Capital Budget Priority Number and Project

G. Detailed Justification for FTEs

(1) Justification for New FTEs

(a) Justification: Request to fill vacant FTE's

(b) Future Impact on Operating Expenses or Facility Requirements: None.

(2) Position Details:

	State	Federal	Earmarked	Restricted	Total
Position Title: Program Coordinator					
(a) Number of FTEs	0.0				0.0
(b) Personal Service	\$58,204				\$58,204
(c) Employer Contributions	\$16,297				\$16,297

	State	Federal	Earmarked	Restricted	Total
Position Title: Administration Support Specialist II					
(a) Number of FTEs	0.0				0.0
(b) Personal Service	\$19,659				\$19,659
(c) Employer Contributions	\$ 5,505				\$ 5,505

(3) FTEs in Program Area per FY 2006-07 Appropriation Act:

State	<u>18.00</u>
Federal	<u>4.50</u>
Other	<u>8.00</u>

Agency-wide Vacant FTEs as of July 31, 2006: 12.0

% Vacant 22.0 %

H. Other Comments:

II. DETAILED JUSTIFICATION FOR FY 2007-08 OPERATING BUDGET PRIORITIES

- A. Agency Section/Code/Name: 40, L36, Human Affair Commission
- B. Priority No. 2 of 2
- C. (1) Title: Mediation
(2) Summary Description: Funding is requested for three (3.0) vacant and unfunded FTEs: two (2.0) mediators; one (1.0) Administrative Support Specialist II, and the necessary operating costs.
(3) Strategic Goal/Action Plan (*if applicable*): This priority relates to the following portions of the agency's 2004-05 Accountability Report: Section I (Executive Summary), paragraph number 3, pages 1-2; and Section III (Elements of the Malcolm Baldrige Award Criteria), Category 7 (Business Results), paragraph number 7.2(b), page 19.
- D. Budget. Program Name and Number: III. Compliance Division, 10
- E. Agency Activity Number and Name: 1147, Mediation
- F. Detailed Justification for Funding
 - (1) Justification for Funding Increase: We are requesting two (2) Mediators and one (1) Administrative Specialist II for the following reasons:
 - (a) The success of our mediation effort has been such that the number of cases in which both parties to complaints have requested mediation has grown tremendously. That growth has forced us to create a separate mediation unit to handle the growing number of cases.
 - (b) There is an increasing judicial emphasis on using mediation as a means to resolve complaints, rather than disputing parties engaging in costly investigative reviews or litigation. An increased federal emphasis forces us, under our worksharing agreement with U.S. Equal Employment Opportunity (EEOC), to place more emphasis on mediation.
 - (c) The nature of the mediation process dictates that it be organizationally separate from the investigative process. Respondents and complainants must be, and feel, assured that mediation efforts, if unsuccessful, will not influence subsequent investigations and determinations.
 - (d) As an outgrowth of the aforementioned justifications, Mediation requires devoted clerical support by an Administrative Specialist who will handle the coordination of mediation conferences and preparation of settlement agreements, correspondence and reports.

Budget Justification

Operating cost per FTE is estimated at \$5,000, which is a conservative estimate of this agency's recent experience. Additionally, the three (3) FTE's will require 900 (@ \$13.90) sq. ft. of new office space. Currently the agency's 43.0 employees occupy 11,000 square feet of office space, or 255.8 square feet per person. This is less than the recommended square footage of no less than 300 square feet per employee or 12,900 square feet, leaving a current shortage of 1,900.6 square feet. The addition of the three (3.0) positions requested would necessitate at least an additional 900 square feet of office space at the rate of \$13.90 per square foot, or \$12,510.

Non-Recurring Expenses:

a.	Telephone Equipment and Installation (3)		\$ 460
b.	Computers (3)		3,798
c.	Computer Installation and Cables		1,069
d.	Office Furnishings:		
	Desks (3)	\$ 2,057	
	File Cabinets (3)	907	
	Bookcases (3)	709	
	Workstations (3)	1,091	
	Chairs-desk (3)	750	
	Chairs-guest (3)	517	
	Small Conference Table (1)	562	
	Large Conference Table (1)	1,155	<u>\$ 7,748</u>

Total Non-Recurring Funds Requested	<u>\$13,075</u>
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(2)

FY 2007-08 Cost Estimates:	State Non-Recurring Funds	State Recurring Funds	Federal	Other	Total
Personnel:					
(a) Number of FTEs*		0.0			0.0
(b) Personal Service		\$77,863			\$77,863
(c) Employer Contributions		\$21,802			\$21,802
Program/Case Services					\$ 0
Pass-Through Funds					\$ 0
Other Operating Expenses	\$13,075	\$27,510			\$40,585
Total	\$13,075	\$127,175	\$ 0	\$ 0	\$140,250
* If new FTEs are needed, please complete Section F (Detailed Justification for FTEs) below.					

(3) Base Appropriation:

State	\$ 669,996
Federal	\$ 308,295
Other	\$ 455,839

(4) Is this priority associated with a Capital Budget Priority? No If so, state Capital Budget Priority Number and Project

G. Detailed Justification for FTEs

(1) Justification for New FTEs

Justification: Request to fill vacant FTE's

Future Impact on Operating Expenses or Facility Requirements: All associated recurring operating expenses are included in this request.

(2) Position Details:

	State	Federal	Earmarked	Restricted	Total
Position Title: Mediator					
(a) Number of FTEs	0.0				0.0
(b) Personal Service	\$58,204				\$58,204
(c) Employer Contributions	\$16,297				\$16,297

	State	Federal	Earmarked	Restricted	Total
Position Title: Administration Support Specialist II					
(a) Number of FTEs	0.0				0.0
(b) Personal Service	\$19,659				\$19,659
(c) Employer Contributions	\$ 5,505				\$ 5,505

(3) FTEs in Program Area per FY 2006-07 Appropriation Act:

State 18.00
Federal 4.50
Other 8.00

Agency-wide Vacant FTEs as of July 31, 2006: 12.0
% Vacant 22.0 %

H. Other Comments:

FY 2007-08 COST SAVINGS & ACTIVITY PRIORITY ADDENDUM

I. 2% COST SAVINGS ASSESSMENT

- A. Agency Section/Code/Name: 40, L36, Human Affairs Commission
- B. Agency Activity Number and Name: 1141, Administration
- C. Explanation of Cost Savings Initiative: Reduction in Administrative Personnel: The dawning of the new state-wide financial system, the South Carolina Enterprise Information System (SCEIS), coinciding with employee retirements, creates the possibility for allowing certain administrative positions to remain vacant, and for the reassignment of duties.
- D. Estimate of Savings:

FY 2007-08 Cost Savings Estimates:	General	Federal	Other	Total
Personnel:				
(a) Number of FTEs	1.0			1.0
(b) Personal Service	29,269			\$ 29,269
(c) Employer Contributions	8,196			\$ 8,196
Program/Case Services				\$ 0
Pass-Through Funds				\$ 0
Other Operating Expenses				\$ 0
Total	\$ 37,465	\$ 0	\$ 0	\$ 37,465

- E. Activity Impact (*Describe the impact on the activity affected including the impact on customers and clients.*): The impact will be determined with the implementation of the new SCEIS system, and is unknown at this time.

F.

Summary of Cost Savings Initiatives for FY 2007-08:	FUNDING				FTEs			
	General	Federal	Other	Total	State	Fed.	Other	Total
Initiative Title: Unfilled Positions	37,465	0	0	\$ 37,465	1.0	0	0	1.0
Activity Number & Name: 1141/ Administration								
Initiative Title:	0	0	0	\$ 0	0	0	0	0.00
Activity Number & Name:								
Initiative Title:	0	0	0	\$ 0	0	0	0	0.00
Activity Number & Name:								
TOTAL OF ALL INITIATIVES	\$ 37,465	\$ 0	\$ 0	\$ 37,465	1.0	0.00	0.00	1.0

FY 2007-08 COST SAVINGS & ACTIVITY PRIORITY ADDENDUM

II. PRIORITY ASSESSMENT OF AGENCY ACTIVITIES

- A. Agency Section/Code/Name: 40, L36, Human Affairs Commission
- B. Agency Activity Number and Name: 1144, Community Relations
- C. Explanation of Lowest Priority Status: The Community Relations Division was created to encourage local resolution of local problems. However, it is the only program activity which is not specifically mandated by statute. Every other agency activity is specifically mandated by one of the following: the South Carolina Human Affairs Law, as amended, the South Carolina Fair Housing Law, and the Equal Enjoyment and Privileges to Public Accommodations Act.
- D. Estimate of Savings:

Estimate of Savings:	General	Federal	Supplemental	Capital Reserve	Other	Total
Personnel:						
(a) Number of FTEs	1.0	0	0	0	0	1.0
(b) Personal Service	0		0	0	0	\$ 0
(c) Employer Contributions	0		0	0	0	\$ 0
Program/Case Services	0	0	0	0	0	\$ 0
Pass-Through Funds	0	0	0	0	0	\$ 0
Other Operating Expenses	0	0	0	0	0	\$ 0
Total	\$ 7,758	\$ 0	\$ 0	\$ 2,593	\$ 72,120	\$ 82,471

- E. Activity Impact (*Describe the impact on the activity affected including the impact on customers and clients.*): The deletion of this activity would result in the reduction of problem resolutions at the local level, and the increased possibility of social unrest state-wide.

F.

Summary of Priority Assessment of Activities	General	Federal	Supplemental	Capital Reserve	Other	Total	FTEs
Activity Number & Name:1144, Community Relations	7,758	0	0	2,593	72,120	\$ 82,471	1.0
Activity Number & Name:	0	0	0	0	0	\$ 0	0
Activity Number & Name:	0	0	0	0	0	\$ 0	0
Activity Number & Name:	0	0	0	0	0	\$ 0	0
Activity Number & Name:	0	0	0	0	0	\$ 0	0
TOTAL OF LOWEST PRIORITES	\$ 7,758	\$ 0	\$ 0	\$ 2,593	\$ 72,120	\$ 82,471	1.0